Internship Report
On
HUMAN RESOURCE MANAGEMENT PRACTISES IN BRAC

Submitted by
Mostofa Kamal
Student ID: E 130502018
2nd Batch, Semester-v
MBA (Evening) in Human Resource Management

Department of Management
In Partial Fulfillment of the Requirements for the Degree of

**Master of Business Administration (Evening)
In
Human Resource Management**

**Department of Management
Hajee Mohammad Danesh Science and Technology
University, Dinajpur-5200**

May, 2016

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Approved as the content and style by

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Mahbuba Aktar
Supervisor
Assistant Professor
Department of Finance and Banking

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Jesmin Ara
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Lecturer
Department of Finance and Banking

Hajee Mohammad Danesh Science and Technology University, Dinajpur- 5200

May, 2016

Abstract

This study aims at exploring the impact of Human Resource Management (HRM) practices in the context of NGO sector. The population of study cover the selected employee of different offices of Rangpur Division and the sample size of 39 employees were selected. Mainly the primary data are used in this study. The requisite primary data namely, opinions of the respondents on the HRM practice were collected through the help of a structured questionnaire using direct interview and observation method. It was found that all the functions that normally does the HR functions of a NGO office and especially gives the emphasis of the employee satisfaction level of the various departments' employees. Findings, conclusion and recommendations were discussed and limitations of the research are revealed.

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Letter of Transmittal

May 09, 2016.

Mahbuba Aktar
Assistant Professor
Department of Finance and Banking
HSTU, Dimjpur-5200

Subject: Submission of report on "Human Resource Management Practices in BRAC"

Dear Madam

It indeed is a great pleasure to present before you the overall findings of the internship report on **"Human Resource Management Practices in BRAC".** I have tried as far as it was possible to meet all the specifications and instructions you have provided for the report and necessary to prepare a report. I appreciate having a chance to prepare this report. I have tried my best to prepare this project in a proper way in spite of various constraints like time and complications in understanding. I earnestly hope that this report will meet your specifications and would be delighted to furnish you with any clarification if required.

Thanks and regards

 Yours truly

…………………
Mostofa Kamal
Student ID: E 130502018
Batch: 2nd
MBA in Human Resource Management
HSTU-5200

Acknowledgement

Firstly I am grateful to Almighty "Allah" for whose blessing I have successfully completed my internship report and I would like to put immense my strong gratitude and my heartiness to my honorable supervisor Mahbuba Aktar, Assistant Professor, Department of Finance and Banking, Faculty of Business Studies, HSTU, Dinajpur-5200 who has rendered me a lot of practical and theoretical knowledge. I am grateful to her for her suggestions and all instance observations to prepare the internship report.

I also wish to express my immense gratitude and deep sense to respect to my respected co-supervisor Jesmin Ara, Lecturer, Department of Finance and Banking, Faculty of Business Studies, HSTU, Dinajpur-5200

This report is outcome of my practical work in different BRAC Offices of Rangpur Division after 45 days of working and collection of data. The report could never been completed without the help of officials and accommodating authorities. I thank all the officers, staffs and especially Md. Ziaur Rahman (Zonal Manager, HR Unit-Rangpur) as well as the entire individual of Rangpur unit for their nice co-operation. Their supports, instructions, guidance, cooperation and love made me feel confident enough to complete my internship successfully.

Finally I would like to express my heartiest gratitude to all those respondent employees who attend the survey and co-operate me to obtain data for this study. I am really owe and grateful to them.

…………………
Mostofa Kamal
Student ID: E 130502018
Batch: 2nd
MBA (Evening) in HRM, HSTU-5200

Declaration of Student

I, Mostofa Kamal, hereby declare that the report on **"Human Resource Management Practices in BRAC"** has been carried out by me after successfully completion of 45 days of internship period in different BRAC Offices in Rangpur Division under the supervision of Mahbuba Aktar, Assistant Professor, Department of Finance and Banking, HSTU, Dinajpur and has not been submitted to any other educational Institute for academic purposes.

I also conform that the report is only prepared to meet my academic requirement not for any other purpose. It will not act anything that will hamper the confidentiality and interests of BRAC. It might not be use with the interest of opposite bodies of BRAC.

It is my pleasure and great privilege to submit my report titled **"Human Resource Management Practices in BRAC".** As the presenter of this report; I have tried my level best to get together as much information as possible to enrich the report. I believe that it was a fascinating experience and it has enriched both my knowledge and experience.

However, after all this, as a human being, I believe everyone is not beyond of limitation. There might have problems regarding lack and limitation in some aspects and also some minor mistake such as syntax error or typing mistake or lack of information. Please pardon me for that mistake and clarify these of my further information or those matters.

…………………
Mostofa Kamal
Student ID: E 130502018
Batch: 2nd
MBA (Evening) in HRM
HSTU-5200

Declaration of Supervisor

I hereby declare that the consumed report entitled **"Human Resource Management Practices in BRAC"** is an original work made by **Mostofa Kamal**, Student ID: E 130502018, MBA (Evening) in HRM, 2nd batch, Department of Management, Hajee Moharnmad Danesh Science and Technology University, Dinajpur-5200, completed his internship under my supervision and submitted for the partial fulfillment of the requirement for the degree of Master of Business Administration (Evening) at Hajee Mohammad Danesh Science & Technology University, Dinajpur-5200

I wish him every success in life.

……………………………
Mahbuba Aktar
Assistant Professor
Department of Finance and Banking
HSTU, Dimjpur-5200

Declaration of Co supervisor

I hereby declare that the consumed report entitled **"Human Resource Management Practices in BRAC"** is an original work made by **Mostofa Kamal**, Student ID: E 130502018, MBA in HRM, 2nd batch, Department of Management, Hajee Moharnmad Danesh Science andTechnology University, Dinajpur-5200, completed his internship under my supervision and submitted for the partial fulfillment of the requirement for the degree of Master of Business Administration (Evening) at Hajee Mohammad Danesh Science & Technology University, Dinajpur-5200

I wish him every success in life.

…………………………
Jesmin Ara
Lecturer
Department of Finance and Banking
HSTU, Dimjpur-5200

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CHAPTER ONE

Introduction

1.1 Introduction

Human resource practices play a vital role as humans are the main resource to use rest of resources. It is now being increasingly realized that the people working in organization are human beings. Investment for increasing the resource is important, and the more an organization invest in its human resources, the greater return from the investment is likely to be. Human resource practices focuses on the different aspect that can enhance the potential of an individual not in just in the reference of an organization but in his/her personal life. Training and developing, performance appraisal, potential appraisal, career counseling, employee welfare, health and safety are few of them.

The role of human resource as an integrating factor in any of the industry or sector and it matters most when it is related to the service sector like NGO's. Further, owing to the changes in the business environment and the advances in technology, communication and consumerism, planning of human resources has become an incessant activity on the part of HR functionaries working in service organization. Broadly, human resource practices are required not only to maintain the people as resources, but also to enhance the capability of the organization, through its competent people.

Human Resource Management is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives. The overall purpose of human resource management is to ensure that the organization is able to achieve success through people. HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities.

Concept of Non Governmental Organization

A non-governmental organization (NGO) is a legally constituted organization created by natural or legal persons that operates independently from any government. The term is usually used by governments to refer to entities that have no government status.

A non-governmental organization (NGO) is a citizen-based association that operates independently of government, usually to deliver resources or serve some social or political purpose. The World Bank classifies NGOs as either operational NGOs, which are primarily concerned with development projects, or advocacy NGOs, which are primarily concerned with promoting a cause.

1.2 Background of the Study

It is a great opportunity to learn about the organizational culture of the development sector during the internship as a Sr. Sector Specialist of Gender Justice Diversity Department of BRAC. I got a chance to prepare my internship report on the topic HRM Practices of the development organization BRAC. This opportunity helps me to learn about the administrative and HR Directorate. During the job I got enough knowledge about the functions of various departments and the functions of HR. It's really impossible to highlight all the activities of the organization in this report, but I tried to summarize and give enough data related to my internship topic. I think this report is able to give enough idea about the mentioned topic.

1.3 Importance of the Study

Organization is now-a-days performance based and employee oriented. This work will clearly expose the final statement regarding a better condition of the organization where employees are treated as human resources and employees also enjoy a really soothing work environment with satisfactory pay-package with future safety and security with some other beneficiary activities of the organization.

There is a high degree importance of the subject. Research says all the organization, which are treated, as successful business houses are more concentrated on the well management of its stakeholders. All the most high-ranking organizations of the world

reached the zenith due to this reason. Machine without man is nothing but liability. Management is failed when it dissatisfies employees and even management sometimes cannot find out how much it could have achieved more, if it had a group of satisfied employees. Satisfaction is not only related with the salary but also with the employee's duties and responsibilities. It is highly and remarkably related with the work environment and the treatment of the management extended towards its employees.

1.4 Research Problem

The main focus of this report is to analyze the HR practices in BRAC .It also helps to bring the idea of the overall functions and situation of the NGO sector. NGO sector is now a first growing sector and for the economic development and improvement of the country it needs to emphasis the overall condition. Human Resources and their thinking are the main equipment for the development of this sector.

1.5 Scope of the Study

This particular study will approach only the employees of BRAC conducted for fulfillment of MBA in "Human Resources Management" degree. At the outset, the paper discusses various condition or state of employees with the work environment and management. Then the paper studies and tries to find out the reason and factors for those various conditions. Finally, the paper suggests with few policy recommendation for effective and better work environment for the employees.

1.6 Objective of the Study

1.6.1 Broader Objective

Main objective of the study id to know about Human Resource Management practices in BRAC.

1.6.2 Specific Objectives

Human Resource Management refers to the practices and policies one need to carry out the people or personnel aspects of one's management job. These include:

➢ Conducting job analysis (determining the nature of each employee's job)

- Planning labor needs and recruiting job candidate.

- Selecting job candidates

- Orienting and training new employees

- Managing wages and salaries (determining how to compensate employees)

- Providing incentives and benefits

- Appraising performance

- Communicating (interviewing, counseling, disciplining)

- Training and development

- Building employee commitment

CHAPTER TWO

Methodology of the Study

2.1 Methodology of the Study

Correct and smooth completion of research work requires adherence to some rules and methodologies. Rules were followed to ease the data collection procedure. Accuracy of study depends on the information and data analysis.

In order to conduct this small-scale evaluative study the following methodological measures will be adopted.

2.2 Study Area:

The area of my study has been encompassed the operation area of different BRAC offices of Rangpur Division.

2.3 Sampling

Random sampling technique is analyzed for selecting the sample of the population. 39 employees of BRAC were selected for interview..

Since this is a small-scale study-work to analyze the practice of HRM in BRAC I try to find out the HRM practices on the basis of both primary and secondary data. Participants who are regular in work and at least three years passed with the organization will be approached for collecting data.

2.4 Types and Sources of Information

Both primary and secondary sources were used to collect information for this research and report. Following information/variables were considered to conduct this study that is illustrated below:

2.5 Primary Sources of Data

Primary sources of information include data collection from the study with the help of questionnaire, observation methods with the respondents. But it is mainly interview based. Communication with other respective personnel of BRAC and expert opinion are also the source of primary data.

2.6 Secondary Sources of Data

Secondary sources of information includes data collection from annual report, relevant papers & publications, extensive literature search on the basis of these documents of publication

2.7 Limitations of the Study

There are certainly some limitations of study. These are:

1. Lack of availability of data.
2. Many personnel of BRAC are not interested to provide useful information.
3. Most of the information about the topic relevant in this purpose was secrete from the point of view organization. So this kind of information could not be collected.
4. Improper combination among various departments
5. Up-to-date information were not available
6. Sufficient records, publications, facts and figures are not available. These constraints narrowed the scope of the real analysis.
7. For the reason of confidentiality, some useful information cannot be expressed in this report.

8. Time is a limitation that would mostly with stands a comprehensive study on the topic selected.
9. Lack of available information about HRM practices of the BRAC.
10. Finally this is my first job Experience. So my knowledge especially in such a research study is limited.

CHAPTER THREE

About BRAC

3.1 BRAC

BRAC is a development organization dedicated to alleviating poverty by empowering the poor.

3.2 History of BRAC

BRAC, an international development organization based in Bangladesh, is the largest non-governmental development organization in the world, in terms of number of employees as of June 2015. Established by Sir Fazle Hasan Abed in 1972 after the independence of Bangladesh, BRAC is present in all 64 districts of Bangladesh as well as other countries in Asia, Africa, and the Americas.

BRAC employs over 100,000 people, roughly 70 percent of whom are women, reaching more than 126 million people. The organization is 70-80% self-funded through a number of commercial enterprises that include a dairy and food project and a chain of retail handicraft stores called Aarong. BRAC maintains offices in 14 countries throughout the world, including BRAC USA and BRAC UK.

Known formerly as the **Bangladesh Rehabilitation Assistance Committee** and then as the **Bangladesh Rural Advancement Committee** (currently, BRAC does not represent an acronym), BRAC was initiated in 1972 by Sir Fazle Hasan Abed at Shallah Upazillah in the district of Sunamganj as a small-scale relief and rehabilitation project to help returning war refugees after the Bangladesh Liberation War of 1971. In nine months, 14 thousand homes were rebuilt as part of the relief effort and several hundred boats were built for the fishermen. Medical centers were opened and other essential services were

ensured. At the end of 1972, when the first phase of relief work was over, BRAC turned towards long-term development needs and re-organized itself to focus on the empowerment of the poor and landless, particularly women and children.

By 1974, BRAC had started providing micro credit and had started analyzing the usefulness of credit inputs in the lives of the poor. Until the mid-1970s, BRAC concentrated on community development through village development programmes that included agriculture, fisheries, cooperatives, rural crafts, adult literacy, health and family planning, vocational training for women and construction of community centers. A Research and Evaluation Division (RED) was set up by BRAC in 1975 to analyze and evaluate its activities and provide direction for the organization to evolve. In 1977, BRAC shifted from community development towards a more targeted approach by organizing village groups called Village Organizations (VO). That same year BRAC set up a commercial printing press to help finance its activities. The handicraft retail chain called Aarong, was established the following year.

In 1979, BRAC entered the health field by establishing a nationwide Oral Therapy Extension Programme (OTEP), a campaign to combat diarrhoea, the leading cause of the high child mortality rate in Bangladesh. Non-Formal Primary Education which BRAC started in 1985 – a model that has been replicated in about a dozen countries.

The following year BRAC established a Centre for Development Management (CDM) in Rajendrapur. In 1998, BRAC's Dairy and Food project was commissioned. BRAC launched an Information Technology Institute the following year. In 2001, BRAC established a university called BRAC University with the aim to create future leaders and the BRAC Bank was started to cater primarily to small and medium enterprises.

In 2002 BRAC launched a programme called Challenging the Frontiers of Poverty Reduction – Targeting the Ultra Poor (CFPR-TUP).The same year BRAC also went into Afghanistan with relief and rehabilitation programmes. It was the first organization in Bangladesh to establish, in 2004, the office of an Ombudsperson.

3.3 Organoram of BRAC
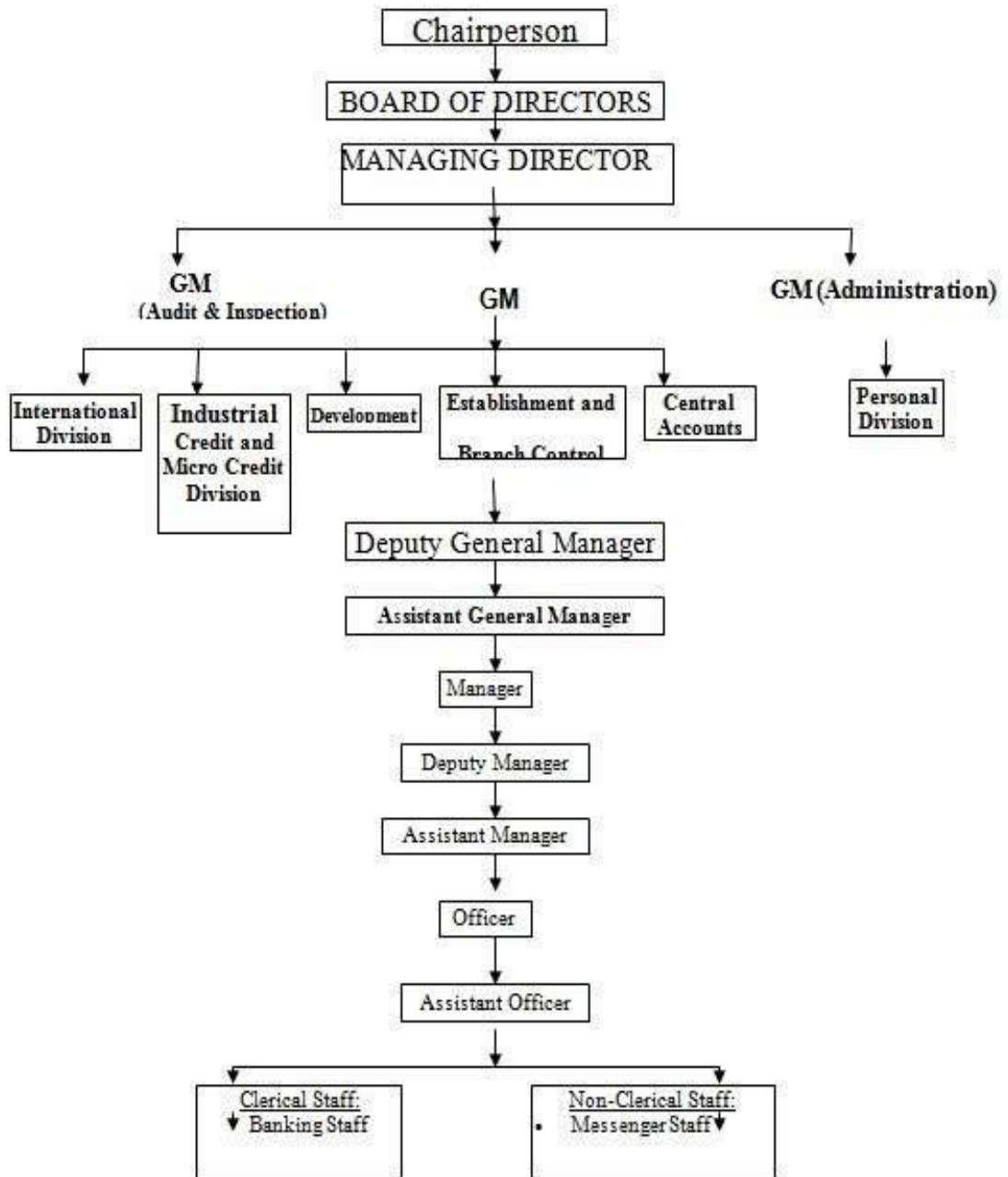
Figure.3.3 Organogram of BRAC

Source: www.brac.net

3.4 Vision

A world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential.

3.5 Mission

Our mission is to empower people and communities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve large scale, positive changes through economic and social programmes that enable men and women to realize their potential.

3.6 Values

- ♣ Honesty and Integrity,
- ♣ Innovation,
- ♣ Inclusiveness and
- ♣ Effectiveness

3.7 BRAC AT A GLANCE

Global headline figures as of December 2015

Population Reach 138m Annual Expenditure (BRAC) 909m USD Annual Expenditure (BRAC 95.4m USD International Number of Employees 111,252	**HEALTH** Community Health Workers 117,083
MICROFINANCE Total Borrowers 5.3m Cumulative Disbursement 15.72m	**COMMUNITY EMPOWERMENT** Community Institution (Polli Shomaj) Built 12,350 Shows Staged by Our Popular Theatre Group 206,597
TARGETING THE ULTRA POOR Women Received Assets 580,698 Women Received Training 1.7m	**GIRLS EMPOWERMENT** Number of Clubs 10,875 Number of Club Members 368,001
EDUCATION Number of Schools 48,622 Number of Students 1.45m Graduated Students 11.85m Members in Community Libraries 1.27m	**HUMAN RIGHTS AND LEGAL AID SERVICES** Human Rights and Legal Education Graduates 3.98m Number of Legal Complains Received 255,711

WATER, SANITATION AND HYGIENE
No. of People Served with Hygienic
Latrine   41.6m
No. of People Served with Safe
Drinking Water   2.3m

Source: www.brac.net

3.8 Current Operations of BRAC

Developments Program

Agriculture and Food Security Programme, Community Empowerment Programme, Disaster Management and Climate Change Programme, Education Programme, Gender Justice and Diversity Programme, Health, Nutrition and Population Programme, Human Rights and Legal Aid Programme, Integrated Development Programme, Microfinance Programme, Migration Programme, Skills Development Programme, Targeting the Ultra Poor Programme, Urban Development Programme, BRAC Enterprises, Ayesha Abed Foundations

Governance, Management and Capacity Building

Administration Department, Advocacy for Social Change Programme, Communication Department, Construction and Maintenance Department, Donor Liaison Office, Finance and Accounts Department, Human Resource and Learning Division, Internal Audit Department, Monitoring Department, Legal and Compliance Department, Partnership Strengthening Unit.

CHAPTER FOUR

Practices of HRM

Human Resource Division (HRD) is a strategic partner to BRAC's multifaceted programs that establishes current trends of HR management and practices adopting a qualitative and strategic approach in managing its workforce. The driving forces of Human Resource Division are procedural justice, transparency, equality, respect for diversity, free from discrimination and recognition of potentials are the key focus-creating a long lasting advantage for the organization.

With a purpose to use it's skilled and highly skilled workforce effectively. BRAC foster a culture of organized learning over a given period of time to provide and maximize the change in performance, on the idea that, Human Resources thrives well with knowledge, skills, and motivation of people, that grows better with age and experience-that no other resource can attain.

HRD plays a dominant role in the expansion of BRAC's human capital through continual improvement and growth-of the individual, organization, national and international contributing to human resourcefulness as a whole. BRAC is currently operating in 10 countries across the world. This provides an opportunity to the staffs of BRAC to explore the world and gain experiences to enhance their careers. BRAC consider employees as its asset whose value is enhanced by development, emphasizing on individual potential and skills.

4.1 Human Resource Development

To get the maximum outcome from the human resources it is obviously necessary to implement and invent new way to complete the work activities and systems. HRD is related to upgrade the working system. It depends on some relevant information. It helps to improve the skills, requirement, control measures and training needs. BRAC has been always conscious to improve the HR processes and working environment day by day.

4.2 Objectives of HRM:

The objectives of HRM in BRAC can be described as follows-

- To hire the right person for the job offered by the bank.
- To reduce employee turnover on the basis of job available.
- To motivate people to perform at high effort levels.
- Not to waste time with useless interviews.
- To remove unfair labor practices.
- To maintain a high morale & better human relations inside the organizations.
- To maintain the organizational peace
- To attract competent people and retain them in the organization
- To recognize and satisfy individual needs.

4.3 Human Resource Planning

Job Analysis:

The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.

The process of job analysis is of two types:

1. Job Description
2. Job Specification

A. Job Description:

A list of a job's duties, responsibilities, reporting relationship, working conditions, and supervisory responsibilities- one product of a job analysis.

B. Job Specification:

A list of a job's "human requirement", that is, requisite education, skills, personality, and so on – another product of a job analysis.

Human Resource Planning:

Have collected Human resource planning is concerned with the flow of people into, through, and out of an organization. HR planning involves anticipating the need for labor and the supply of labor and then planning the programs necessary to ensure that the organization will have the right mix of employees and skills when and where they are needed.

Human Resource Demand:

Once HR planners have collected information from both internal and external sources, they forecast the demand for labor. How many and what type of people will be needed to carry out the organization's plans in the future? These forecasts are grounded in information about the past and present and in assumptions about the future. Different methods of forecasting the demand for labor require different assumptions. Some of the more common assumptions are that past trends and relationships among variables will hold up in the future; that the productivity ratio is constant (or follows a known pattern) as the number of units produced increases; and that the business plans of the organization, sales forecasts, and so on are reasonably descriptive of what will actually happen. In a highly volatile business, these assumptions may not be valid. It is always wish to explicitly list one's assumptions in forecasting and to put on more faith in the forecast than in the assumption on which it was based.

Demand forecasting method can be divided into two categories. They are Judgmental and Mathematical. In practice, most organizations use some combination of the two methods. In our country most of the financial institutions use the judgmental method.

Supply of labor: Once the demand for labor is predicted, it is necessary to forecast the supply of labor that the organization will already have available to meet the demand. It is basically of two types: 1.Internal supply of labor and 2. External supply of labor

Gap Analysis: In an organization there might be two type of gap exists:

1. Shortage: When demand is more and supply of human resource is less in a particular area this called shortage.

2. Surplus: When supply is more and demand of human resource is less in a particular area this called surplus.

4.4: Recruitment and Selection

Recruitment: When a vacancy occurs and the recruiters receive authorization to fill it, the next step is a careful examination of the job and an enumeration of the skills, abilities, and experience needed to perform the job successfully.
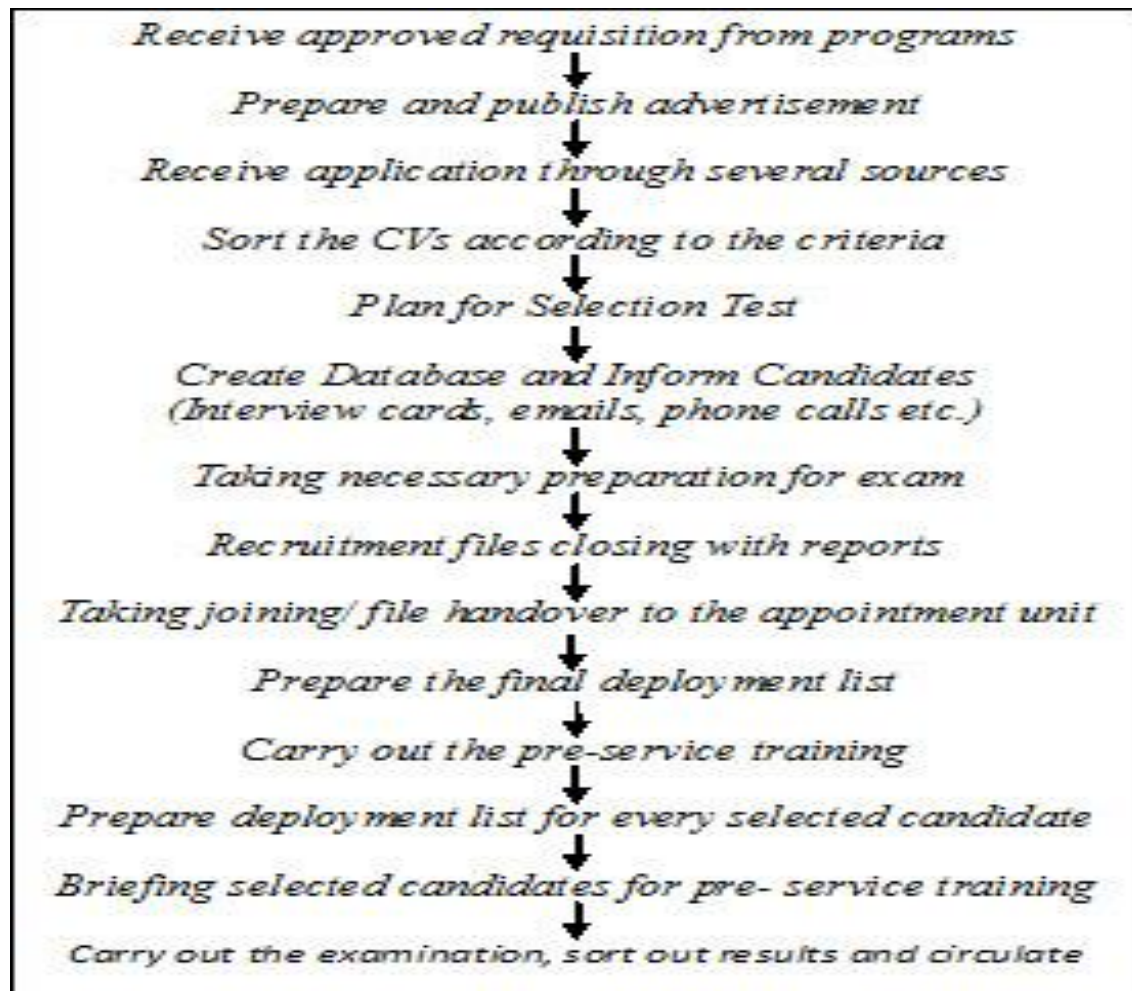
Figure 1: Recruitment & Selection Flow-Chart of BRA
Source: www.brac.net

Method of recruitment:

There are two method of recruitment:

1. Internal recruitment
2. External recruitment

Internal recruitment:

Most companies fill vacancies internally whenever possible. A number of internal recruitment methods are use for different level of jobs. Lower-level jobs such as manual and clerical jobs are often called nonexempt jobs because their incumbents are not exempt from the minimum wage and overtime provisions of the Fair Labor Standards Act. These people typically are paid an hourly wage. In contrast, higher-level administrative, managerial, and professional employees are paid on a salary basis and are **exempt** from the overtime provisions of the Fair standard Labor Act.

External recruitment:

In addition to looking internally for candidates, it is customary for organizations to open up recruiting efforts to the external community. Through the recruiting process, the hiring manager should stay in close touch with the recruiter. The hiring manager should examine resumes or application that have passed initial screening by the recruiter and should also review some of the application that the recruiter rejected during the first steps. Such involvement on the part of the hiring manager allows feedback as to whether or not the recruiter's decisions are consistent with the hiring manager's preferences.

External recruitment methods are often grouped into two classes: 1. Informal and 2. Formal.

Informal Method:

Informal recruiting methods tap a narrower labor market than formal method. Informal method includes rehiring former employees or former cooperative education students, hiring people referred by present employees, and hiring from among those who have applied without being solicited (such applicants are called walk-ins or gate hires).

Employee's referral**,** also known as word-of-mouth advertising, is quick, effective, and usually inexpensive. Because employees who refer their friends and acquaintance as candidates have their own credibility on the line, they tend to refer people who are well qualified and well motivated and then to mentor these individuals once they are hired.

Formal Methods: Formal method of external recruiting entail searching the labor market for candidates who have no previous connection to the firm. These methods traditionally have included newspaper advertising, use of employment agencies and executive search firms, and campus recruiting. Posting jobs ads on the Internet, either on the company's own site or a commercial job board, has also become extremely popular in the last few years. Historically, newspaper advertising has been the most commonly used method of recruiting.

Formal method includes:

- ✓ Recruitment Advertising
- ✓ Internet Recruiting
- ✓ Employment Agencies
- ✓ Additional Recruiting Methods
- ✓ Campus Recruiting
- ✓ Executive Search Firms etc.

Selection:

Selection the right employees are important for an organization. First own performance always depends in part on subordinates. Employees with the right skills and attributes will do a better job for the company. Employees without these skills wont perform effectively and as a result the firm will suffer.

Process of selection:

Selection activities typically follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The selection process typically consists of eight steps:

Initial screening interview

1. Completing the application form
2. Employment test
3. Comprehensive interview
4. Background investigation
5. A Conditional job offer
6. Medical or physical examination
7. The permanent job offer.

Initial Screening:

As a culmination of our recruiting efforts, organization should be prepared to initiate a preliminary review of potential acceptable candidates. This initial screening is, in effect, a two steps procedure: (1) the screening of inquiries and (2) the provision of screening interviews

Completion of the Application Form:

Once the in initial screening has been complicated, applicants are asked to complicate the organization's application form. The amount of information required may be only the applicant's name, address, telephone number and other information.

Employment tests:

Organization historically relied to a considerable extent on intelligence, aptitude, ability and interest tests to provide major input to the selection process.

The comprehensive interview:

The applicant may be interviewed by HRM interviewers, senior manager within the organization, a potential supervisor, potential colleagues or some or all of these.

Background investigation:

The next steps in the process are to undertake a background investigation of those applicants who appear to offer potential as employees. This can include contacting former employers to confirm the candidate's work record and to obtain their appraisal of his or her performance, contacting other job- related and personal references, verifying the educational accomplishments shown on the application, checking credit reference and criminal records, and even using third party investigation, to do the background check.

Conditional job offer:

If a job applicant "passed" each steps of the selection process so far, it is typically customary for a conditional job offer to be made. Conditional job offers usually are made by an HRM representative. In essence, what the conditional job offer implies is that if everything checks out "okay- passing a certain medical, physical or substance abuse test" the conditional nature of the job offer will be removed and the offer will be permanent.

Physical/ Medical Examination:

Physical exams can only be used as a selection device to screen out those individuals who are unable to physically comply with the requirements of a job.

Job offer:

Those individual who perform successfully in the preceding steps are now considered to be eligible to receive the employment offer.

Method of selection:

There are two statistical methods of selection- correlation and regression. **Correlation** is use to assess the strength and direction of a relationship between variables, whereas **regression** makes use of the relationship to predict scores on one variable from scores on one or more other variables.

4.5: Orientation

Meaning of orientation:

Employee orientation provides new employees with basic background information they need to perform their jobs satisfactory, such as information about organizational rules.

Process of orientation:

Orientation is actually parts of the employer's new- employee socialization process. Socialization is the ongoing process of instilling in all employee the prevailing attitudes, standard, values, and patterns of behavior that are expected by the organization and its departments.

Orientation programs range from brief, informal introduction to lengthy, formal programs. In either, new employees usually get a handbook or printed material that cover

things like working hours, performance reviews, getting on the payroll, and vacations, as well as a tour of the facilities. Other handbook information typically includes employee benefits, personnel policies, the employee's daily routing, company organization and operation, and safety measures and regulations.

The HR specialist, who explains such matters as working hours and vacations, usually performs the first parts of the orientation. The employee is then introduced to his or her new supervisor. The letter continues the orientation by explaining the exact nature of the job, introducing the person to his or her new colleagues, familiarizing the new employee with the workplace, and hopefully helping to reduce the new person's first day jitters.

Why orientation:

Orientation is helping the new employees, who join the organization. By orientation the employee will be able to understand the rules and regulations of the organization and also know about the working hours, working condition, organizational profile etc.

4.6: Training & Development

Training:

The process of teaching new employees the basic skills they need to perform their jobs. Training refers to the methods used to give new or present employees the skills they need to perform their jobs. Training might thus mean showing a machinist how to operate his or her new machine, a new salesperson how to sell his or her firm's product, or a new supervisor how to interview and appraise employees. Training basically provide to the entry-level employees.

On the job training:

It means learning by doing. It means employees training completed while he works. It is basically a practical oriented training program.

Off the job training:

It means training provided to the employees out of the office in a training institute for a particular period of time i.e. for 15 to 20 days. During this time the employee does not have to go to office.

Development:

Development basically provide to the management level. Management development is any attempt to improve managerial performance by imparting knowledge, changing attitudes, or increasing skills. The ultimate aim of such development programs is, of course, to enhance the future performance of the organization itself. For this reason, the general management development process consists:

(1) Assessing the organization's needs (for instance, to fill future executive openings, or to boost competitiveness),

(2) Appraising the managers' performance, and then

(3) Developing the managers (and future managers) themselves.

4.7: Performance appraisal

Performance appraisal:

Performance appraisal is defined as evaluating an employee's current or past performance relative to his or her performance standard. The appraisal process therefore involves:

1. Setting work standard
2. Assessing the employee's actual performance relative to these standard and
3. Providing feedback to the employee with the aim of motivating the person to eliminate performance deficiencies or to continue to perform above per.

Why performance appraisal:

There are four reasons for appraise performance.

1. Appraisals provide information upon which promotion and salary decisions can be made.
2. Provide opportunity for supervisor and subordinate to review the subordinate's work- related behavior.
3. Appraisal is part of the firm's career planning process, because it provides an opportunity to review the person's career plans in light of his or her exhibited strengths and weakness.
4. Finally it helps the Manager or the supervisor to better manage and improve organization's performance.

Steps in Appraising Performance:

The performance appraising process contains three steps:

1.1   Define the job:

It means making sure that supervisor and subordinate agree on his or her duties and job standard.

1.2   Appraise performance: Appraising performance means comparing subordinate's actual performance to the standards that have been set; this usually involves some type of rating form.

3.   Provide feedback:

Performance appraisal usually requires on e or more feedback sessions. Here the subordinate's performance and progress are discussed and plans are made for any development that is required.

Appraisal Methods: The appraisal itself is generally conducted using a predetermine and formal method like one or more of those described in this section.

1.1.   Graphic Rating Scale:

A scale that lists a number of traits and a range of performance for each. The employee is then rated by identifying the scale that best describes his or her level of performance for each trait.

1.2   Alternation Ranking Method:

Ranking employees from best to worst on a particular trait, choosing highest, then lowest, until all are ranked.

1.3   Paired Comparison Method:

Ranking employees by making a chart of all possible pairs of the employees for each trait and indicating which the better employee of the pair is.

1.4   Forced Distribution Method:

Similar to grading on a curve; predetermined percentages of rates are placed in various performance categories.

1.5   Critical Incident Method:

Keeping a record of uncommonly good or undesirable examples of an employee's work related behavior and reviewing it with the employee at predetermined times.

1.6.   Behaviorally Anchored Rating Scale (BARS):

An appraisal method that aims at combining the benefits of narrative critical incidents and quantified ratings by anchoring a quantified scale with specific narrative examples of good and poor performance.

1.7   Management by Objectives (MBO):

Involves setting specific measurable goals with each employee and then periodically reviewing the progress made.

4.8: Compensations, Rewards and Benefits

Compensation:

Employee compensation refers to all forms of pay or rewards going to employee and arising from their employment, and it has two main components. There are direct financial payments in the form of wages, salaries, incentives, commissions, and bonus and there are indirect payment in the form of financial benefits like employer- paid insurance and vacations.

Reward:

Reward basically provided to the employees of the organization for their good performance. It is of two types (1) Intrinsic and (2) Extrinsic.

(1) Intrinsic Reward:

It is the personal satisfactions one gets from the job itself. These are self-initiated rewards, such as having pride in one's work.

(2) Extrinsic Reward:

It includes money, promotions and benefit. Their common thread is that they are external to the job and come from outside source, mainly management.

Benefits:

Benefits include mandatory protection programs, pay for time not worked, optional protection programs, private retirement plans and a wide variety of other services.

4.9: Employee Relation

Employee Relation:

Employee relation means managing the relationship between Managers and Workers. Firms in which only some of the employees are unionized may have both employee relations and labor relation functions for dealing with the two types of employees.

Reasons for employee relation:

Employee relation in an organization is necessary for the welfare of the organization. If the relationship is well then organization is benefited. It also helps the Management to take decisions effectively by taking advice from the employees. It also includes research and meetings with top Management to develop a position on pay and other expensive benefits.

Major Labor Laws:

Some of the major laws given as under:

1.1 Railway Labor Act (1926): Railway workers are permitted to organize and bargain collectively. Airline workers were added in 1934.

1.2 National Labor Relations Act (Wagner Act) 1935: Establishes right to organize, to bargain collectively and to engage in concerted activities, creates the National Labor Relations Board to implement and enforce the act.

1.3.   Labor Management Relations Act (1947):

Amends the NLRA. Adds union unfair labor practices. Weakens the right of workers and unions.

1.4   Executive Order 10988 (1962):

Encourages bargaining in federal sector Followed by state laws encouraging bargaining by state and local Government employees.

1.5   Postal Re-organization Act (1970):

 Places the U.S. Postal Service under the NLRA.

1.6 Health Care Amendments (1974):

 Places the private sector of the health care industry under the NLRA.

 1.7   Civil Service Reform Act (1978): Establishes the current system for regulating labor Management relationships in the federal Government.

CHAPTER FIVE

Data Analysis

From the analysis of the observation and face to face interview some factors are found of the HR practices. Mainly the outcomes of the analysis are mentioned in the report. 39 employees of BRAC of different programs were selected for this study work. All of them were observed minutely at their work in different times in different condition and situation. All of them were interviewed in course of time with individual and common questionnaire. Written answer sheet was also collected from the interviewees under multiple-choice system. The two instruments of data collection in this regard were:

a. Observation and
b. Face to face Interview

The questionnaire for interview is in appendix in chapter seven.

5.1 In answer of respondent's name

In answer of respondent's name everyone said his or her name.

5.2 . In answer of respondent's sex

Table 1: Respondent's sex

Respondent's sex	Sampling Size	Percent
Female	14	36%
Male	25	64%
Total	39	100%

Source: Prepared by Author.

From the above table, we can find that, in total 39 employees- 36% are female and 64% are male.

5.3 In answer of respondent's position

Table 2: Position in the organization

Position	Sampling Size	Percent
Top management	5	13%
Middle management	15	38%
Support staff/lower management	19	49%
Total	39	100%

Source: Prepared by Author.

From the above table we can find that in total 39 employees 13% from Top management, 38% from Middle management and 49% from Support staff/lower management

5.4 Having HR Policy copy among the employees

Table 3: Having HR Policy copy among the employees

Having HR Policy copy	Sampling Size	Percent
Yes	20	51%
No	19	49%
Total	39	100%

Source: Prepared by Author.

From the above table, we can find that 51% employees have HR Policy copy of their organization and they all are in top level and mid level management.

5.5 Core function of HRD

In answer the question of core function of HR the respondent said Job Analysis, Recruitment and Selection, Orientation, Training and Development, Compensation activities and Support to solve any HR related problems. Respondent of top and mid level management have answered perfectly than the respondent of support staff/lower management

5.6 Performance of HRD within the organization

Table 4: Performance of HRD within the organization

Job Performed Properly by HRD	Sampling Size	Percent
Yes	5	13%
No	34	87%
Total	39	100%

Source: Prepared by Author

From the above table we can see that most of the respondents (87%) answer that their HR Department does not perform their job perfectly.

So we can say that the HRM Practices are not properly followed by BRAC.

5.7 Existing of Job description and specification in your program

Table 5: Existing of Job description and specification in your program

Existing of Job Description and Job Specification	Sampling Size	Percent
Yes	39	100%
No	00	00%
Total	39	100%

Source: Prepared by Author. Job

Above table represents that Job description and specification are exist in the organization.

5.8 Assessing the demand and supply gap by the HRD

Table 6: Assessing the demand and supply gap by the HRD

Assessing the demand and supply gap properly	Sampling Size	Percent
Yes	7	18%
No	32	82%
Total	39	100%

Source: Prepared by Author.

Above table shows that most of the respondents (82%) said that HRD does not assess the demand and supply gap properly.

So we can say that in the case of demand and supply of their human resource in different department and branches the HRD usually not assess the demand and supply gap properly, as a result employee surplus and shortage have been found in their several department and branches as well.

5.9 Informing the HRD about the demand and supply gap by the Regional Manager of your program

Table 7: Informing the HRD about the demand and supply gap by the Regional Manager of your program

HRD informed by Regional Manager about supply gap	Sampling Size	Percent
Yes	4	10%
No	32	90%
Total	39	100%

Source: Prepared by Author.

Above table represents us that most of the respondents (90%) said that Regional Manager usually does not inform the Human Resource Department about demand and supply gap of human resources in different department.

In this case what they did, if there is shortage of employee they have tried to find out the area and then search employees from other areas and by giving proper training they sent them.

5.10 Ways of recruiting employees in your organization

In answer of the question of ways of recruiting employees in their organization all respondents said that employees are recruited in their organization in formal and informal that means both ways.

5.11 Facing problem in recruiting new employees

Table 8: Facing problem in recruiting new employees

Facing problem in recruiting	Sampling Size	Percent
Yes	29	74%
No	10	26%
Total	39	100%

Source: Prepared by Author.

From the above table we find that organization faces problem in recruiting new employees.

The problems they face during recruiting are: political pressure, nepotism and more applicants against the required number of post.

5.12 Arranging the orientation program for the newly recruited employee

In answer of the question of arranging the orientation program for the newly recruited employee all respondent said that BRAC arranges the orientation program in a formal way.

In orientation program, HRD invited their new employees who are selected for the job in a certain place. They inform them about their job hour, organizational rules and regulations, about their top managements and also their organiztional's profile.

5.13 Types of trainings are offered by your organization

In answer of the question of types of trainings are offered by their organization the respondent said these are: a) Leadership training, b) Executive training, c) Technical training, d) Computer training, e) Health and Development Corse, f) Financial Management Corse, g) Gender Sensitization Training , h) Education Management and Development Training .

5.14 Method of training is frequently used by your organization

In answer of the question of method of training is frequently used by your organization, all the respondent said, Off-the –job method is frequently followed by their organization.

5.15 Evaluation of The training courses arranged by your organization

Table 9: Evaluation of The training courses arranged by your organization

Training courses are	Sampling Size	Percent
Theoretical	27	69%
Practical	12	31%
Total	39	100%

Source: Prepared by Author.

From the above table we find that a large number of respondents (69%) think that the training courses providing by their organization are more theoretical rather than practical.

5.16 Having any training institute of your own

In answer of the question of having any training institute of your own all the respondent said they have 21 training institute across the whole country.

Skilled human resource is nucleolus of any service-oriented organization. By keeping this in mid- level they give priority in human resource development. For human resource development and making them updated BRAC training to its employees throughout the year in its well-decorated training institutes. The institutes have own trainer and also bring specialist as a guest speaker for provide training. Besides employees are also being sent to outside training institute of BRAC at national and international level for better training.

5.17 Method(s) is/are followed for performance appraisal

In answer of the question of method(s) is/are followed for performance appraisal all the respondents replied that BRAC partially follows Graphic Rating Scale method. Here each individual have different format for appraising. Almost junior to senior employees have similar format to fill in but there is some exception for the senior level. The format is designed in the way like Fist page has to be filled up by the employees by himself but they have to sign in all the pages. There is point system for appraising employees. Divisional Head put marks and evaluate each employee. After that the appraisal form will send to Human Resource Department. Usually HRD receives this form from all over the country. After received completely all the forms they make it ready for the final evaluation for the top management. Usually there exists evaluation team where they finally select the deserving candidates. After that a list has been sent to the Board for the final approval.

5.18 Types of compensation are offered by your organization

In answer of the question of types of compensation is offered by your organization all the respondents replied that both types financial and non-financial compensation is offered by their organization.

5.19 Have any reward system in your organization

In answer of the question of Have any reward system in your organization, the entire respondent expressed that there is no reward system in your organization.

5.20 Types of relations are prevailing among your peer colleagues

Table 10: Types of relations are prevailing among your peer colleagues

Types of relations among peer colleagues	Sampling Size	Percent
Good	28	72%
Moderate	10	26%
Bad	01	2%
Others	00	00%
Total	39	100%

Source: Prepared by Author.

From the above table we can find that the relations are prevailing among their peer colleagues are good.

5.21 Types of relations are prevailing with your Supervisor

Table 11: Types of relations are prevailing with your Supervisor

Types of relations among peer colleagues	Sampling Size	Percent
Good	17	44%
Moderate	20	52%
Bad	03	4%
Others	00	00%
Total	39	100%

Source: Prepared by Author.

From the above table we can find that the relations are prevailing with their Supervisor is moderate and good in terms of answer of respondent's percentage. The employees have well access to their boss and can provide their opinion regarding any issues.

CHAPTER SIX

Findings

Every research or activities reached to certain destination or find out some findings. Like this during my internship program I have found some important issues that can be regarded as findings of my internship report. These are as follows-

1. Most of the respondents are female.

2. Most of the respondents are Support staff/lower management

3. HR Policy copy is available in Top Management and Middle Management. Support staff/lower management has not a single copy of HR Policy.

4. Top Management and Middle Management have answered about core functions of the organization perfectly rather than the support staff/lower management.

5. HR Department of the organization does not perform their job perfectly.

6. Job description and Job specification are existing in the organization.

7. Human Resource Department does not assess the demand and supply gap properly.

8. Regional Manager usually does not inform the Human Resource Department about demand and supply gap of human resources in different department.

9. Both ways formally and informally Employees are recruited in their organization.

10. Organization faces problem in recruiting new employees such as political pressure, nepotism and more applicants against the required number of post.

11. Organization arranges the orientation program in a formal way for the newly recruited employee.

12. Different types of trainings are offered by their organization the respondent said these are: a) Leadership training, b) Executive training, c) Technical training, d) Computer training, e) Health and Development Corse, f) Financial Management Corse, g) Gender Sensitization Training , h) Education Management and Development Training .

13. Off-the –job training method is frequently followed by their organization.

14. Training courses providing by their organization are more theoretical rather than practical.

15. The organization has 21 training institutes across the whole country.

16. Organization partially follows Graphic Rating Scale method for performance appraisal.

17. Both types financial and non-financial compensation are offered by their organization.

18. There is no reward system in the organization.

19. The relations are prevailing among their peer colleagues are good.

20. The relations are prevailing with their Supervisor is moderate and good in terms of answer of respondent's percentage. The employees have well access to their boss and can provide their opinion regarding any issues.

CHAPTER SEVEN

Recommendation and Conclusion

7.1 Recommendation:

After completion the study I have gathered some practical knowledge about the Human Resource practices in BRAC. Now I would like to provide some recommendations, which might be helpful to upgrade the Human Resource practice of BRAC is given as under:

1. First of all the main important thing for an organization is the Recruitment, which exists in this organization, is not well designed. The organization usually recruited people in tradition way. In this case what they can do is that they can go for campus recruitment, hire institute for helping them recruiting people. Because the institutes are well equipped than the organization. They can also go for online recruitment, which is a modern method.

2. From the point of Training it can be said that their training course is well but not that much practical. They provide training to their employees is their training institute or send them to the reputed institution to be trained up. In this sort of training they usually get theoretical idea. In this case they can also arrange on the job training which will enables the employees to learn more effectively.

3. Another thing is that after getting training the employee usually not posted in their properly area. For example an employee got training in Climate Change but he has been posted in Education Program, in this case what happened is that after couple of time he forgot the content of the training. So it should be kept in mind that after training they should be properly posted.

4. Another problem is in their performance appraisal system is quite back dated. Usually an employee is eligible to get promotion every after 03 years. But which is not true as a result employees got frustrated could not concentrate in their work besides there is not option for performance basis promotion. In this case it has to me taken into consideration that promotion is motivation, which is useful for employees. As a result it will also useful to reduce employee turnover.

5. Existing compensation of this organization is comparatively very low which should be increased.

6. There should be also option for reward system which is not present in this organization.

7.2 Conclusion:

The organization should care against manpower and its capital to use these in such a way that will produce a maximum output in future and motivated the staff to meet the organization's goal. The organization should take care to reduce unnecessary expenses. If the organization keeps its expenses at satisfactory level it produces a maximum output in future.

The benefits of employee expectation management would always supersede every hindrance. The aim for 'alignment of belief' to strive for the best for both, an employee and employer remains the soul to this process. In Anil Ambani's words "I think you have to work with people, and when I talk about managing relationships, don't think the derogatory managed relationships". It is a question of sharing emotion and feelings. The common denominator of everything can't be money and it should not be money.

BRAC the largest non-governmental organization in the country having enough branch offices all over the country. They also could not retain their employees only because of their some lack of concentration in some areas. It should be kept in mind that efficient employees of an organization is the assets of that organization and that is why it should be taken up carefully. If they can meet up their shortage they will do much better in the NGO sector in Bangladesh

CHAPTER EIGHT

Appendix

8.1 Questionnaire:

Topic: Human Resource Management Practice in BRAC.

1. **Name of respondent:**

2. **Sex (please tick one)**

    ☐ **Female**

    ☐ **Male**

3. **Position in the organization**

    ☐ **Top management**

    ☐ **Middle management**

    ☐ **Support staff/lower management**

4. **Do you have any copy of Human Resource Policy of your organization? (please tick one)**

    ☐ **Yes**

    ☐ **No**

5. **What are the core functions of Human Resource Department (HRD) of your organization?**

    Please specify:

…………………………………………………………………………………………………..

…………………………………………………………………………………………………..

…………………………………………………………………………………………………..

6. Are the HR Department performed their job properly? (please tick one)

☐   Yes

☐   No

7. Job description and specification exists in your organization?
(please tick one)

☐   Yes

☐   No

8. Does the HR Department assess the demand and supply gap properly?
(please tick one)

☐   Yes

☐   No

9. Does the Regional Manager of your programmer inform the HRD about the
demand and supply gap? (please tick one)

☐   Yes

☐   No

10. In what ways your organization recruited its employees? (please tick one)

☐   Formally

☐   Informally

☐   Both

11. Does your organization face any problem in recruiting new employees? (please tick one)

☐   Yes

☐   No

If yes, please specify:

1…………………………………………..

2 ……………………………………………

3. …………………………………………..

12. Does the organization arrange the orientation program for the newly recruited employee? (please tick one)

☐   Yes

☐   No

If yes, please specify

1…………………………………………..

2 ……………………………………………

3. …………………………………………..

13. Which types of trainings are offered by your organization?

   Please specify:

   1…………………………………………...
   2 …………………………………………
   3. …………………………………………...

14. Which training is frequently used by your organization? (Please tick one)

   ☐   **On-the –job methods (frequency in a year)**

   ☐   **Off the-job methods (frequency in a year)**

   ☐   **Both**

15. The training courses arranged by your organization is

   (Please tick one)

   ☐   **Theoretical**

   ☐   **Practical**

   ☐   **Others**

   If others, please specify?

   1…………………………………………...
   2…………………………………………
   3………………………………………….

16. Do you have any training institute of your own?

   ☐   **Yes**

   ☐   **No**

If yes, then where and briefly describes about its programmes

……………………………………………………………………………………

……………………………………………………………………………………

17. Which and how the method(s) is/are followed for performance appraisal?

Please specify:

1…………………………………………...

2 ……………………………………………

3. …………………………………………...

18. Which types of compensation is offered by your organization?

(Please tick one)

☐   **Financial**

☐   **Non-financial**

☐   **Both**

19. Do you have any reward system in your organization?

(Please tick one)

☐   **Yes**

☐   **No**

20. What types of relations are prevailing among your peer colleagues?

(Please tick one)

☐ **Good**

☐ **Moderate**

☐ **Bad**

☐ **Others**

If others, please specify?

1………………………………………...
 2…………………………………………
 3………………………………………...

21. What types of relations are prevailing with your Supervisor?

(Please tick one)

☐ **Good**

☐ **Moderate**

☐ **Bad**

☐ **Others**

If others, please specify?

1………………………………………...
2…………………………………………
3………………………………………...

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